

Transportation Security Manager

Basic Qualification Requirements

Pay Bands: G, H, I

All applicants must demonstrate one year of *specialized experience* equivalent to that of the next lower pay band/grade level in the Federal Service or private sector. For the SV-H pay band, applicants must have one year of specialized experience equivalent to the SV-G pay band or the GS-11 grade level. For the SV-I pay band, applicants must have one year of specialized experience equivalent to the SV-H pay band or the GS-12/13 grade level. *Specialized experience* is defined as experience that has equipped the applicant with the particular knowledge, skills and abilities to successfully perform the duties of the position, and is typically in or related to the work of the position to be filled. Such experience will include administering, coordinating, or supervising programs or services providing aviation security, corporate security, or force protection which affects personnel, equipment, and facilities.

Major Functions

Manages Screening Operations

- Conducts frequent meetings with screening supervisors and lead screeners to share information from TSA, identify and resolve problems, and address manpower issues
- Monitors calls to supervisors and observes how supervisors and screeners are handling alarm situations
- Oversees daily preparation and set up of airport screening operations at checkpoints
- Responds to supervisors who call for alarm assistance
- Spends one-on-one time with each screener and/or screening supervisor to understand how they are doing and to communicate the TSA big picture
- Supports screeners by providing the resources they need to do their jobs and help them obtain achieve their goals

Ensures Quality and Consistency of Screening Procedures

- Ensures that baggage and passenger screening equipment are checked at start of shift and takes steps to resolve equipment problems
- Consults with regulatory personnel concerning security policies and procedures
- Determines most appropriate method to use to screen baggage and passengers
- Elicits feedback on operations and ideas for improvement from screeners and supervisors

- Ensures that passengers are moved through lines as quickly as possible while maintaining security standards
- Monitors screening procedures and ensures compliance by touring all checkpoints during shift every day
- Remains visible during peak times to observe the screening process, ensure consistency, and greet passengers
- Sets up and monitors internal tracking systems to ensure that shift and incident summaries are generated and logged
- Updates policy and procedure books to ensure they are current

Schedules Screening Personnel to Screening Operations

- Provides input to the Scheduling Operations Officer on screener preferences about days to work and shifts
- Determines overall scheduling strategy to balance needs of employees and screening operations (fixed off-days or rotational off-days, national holidays)
- Determines strategy for providing back-up coverage and ensures that employees are contacted with enough advanced notice when they are required to come in unexpectedly
- Proposes to scheduling staff scheduling rosters in advance and regularly posts current rosters (weekly, quarterly, etc.)
- Ensures that the scheduling process is fair and non-biased
- Manages daily Performance Management Information System (PMIS) updates
- Meets with airline liaison to stay informed of flight loads and anticipates peak times
- Monitors flight schedules and tracks checkpoint load trends to ensure adequate coverage at peak load times
- Updates schedule in response to staffing changes (sick and injury leave, termination, resignation, vacation)
- Works to minimize the need for employee overtime
- Works with air operators and indirect air carriers to understand their operations, issues and concerns, and incorporates them into the scheduling process as appropriate

Manages Overall Screening Workforce Issues

- Addresses disciplinary issues with screeners
- Handles screening-related human resources issues directly for all screeners (approves payroll submissions, schedule changes, pay problems, terminal transfers, leave requests, injuries and worker's compensation forms), ensuring the correction of errors/discrepancies as needed
- Liaises with human resources department concerning problems/anomalies regarding attendance, payroll, workers compensation, and other personnel issues
- Monitors attendance reports to determine trends or potential issues

- Works with appropriate staff when necessary to deal with uniform issues - distribution, quality of products, missing items, and returns.
- Reviews and approves screener timesheets, identifying and ensuring the correction of any errors/discrepancies
- Delegates tasks to direct reports to develop their skill sets and broaden their experience
- Monitors, in conjunction with the Training Coordinator, the training status of all screening personnel
- Provides on-the-job training, feedback, and coaching to Screening Supervisors, Lead Screeners and Screeners
- Recognizes and rewards people for outstanding performance and/or achieving significant goals

Manages External Relationships

- Acts as an initial contact point for stakeholders on screening-related issues
- Conducts informal monitoring of the screening operations of the airport, air operators and indirect air carriers (ETD records, alarm resolution records) to assess their security posture
- Handles incidents with stakeholders as they occur
- Meets with stakeholders on a regular basis to discuss issues screening issues affecting them
- Plans and prepares for peak loads and special events/incidents affecting security screening

Interprets Technical Aspects of TSA Policies, Regulations and Directives

- Collaborates with Federal Security Director and senior staff to ensure that local policies align with TSA Screening/Security Policies and Procedures
- Develops training bulletins to update screeners and supervisors about changes in policies and procedures
- Monitors screeners at checkpoints to ensure that Screening/Security Policies and Procedures are being followed and identifies training needs
- Serves as a technical point of contact about TSA directives and policies

General Competencies

Accountability

- Develops and consistently applies systems for tracking and communicating progress against milestones, performance results, and other key information
- Documents processes and procedures in order to inform others and ensure consistency
- Conducts informal monitoring of the screening operations at the airport (e.g., ETD records, alarm resolution records) to assess the security posture

Administration and Management

- Demonstrates skill in management by objectives
- Demonstrates skill in time management and prioritization
- Demonstrates skill in record keeping

Conflict Management

- Adheres to and applies TSA guidance on managing workplace conflicts
- Holds employees responsible for overcoming conflicts with each other in order to get the job done
- Handles individual personnel issues and problems (performance, behavioral, interpersonal conflicts, etc.)
- Manages and resolves conflicts, confrontations and disagreements in a positive and constructive way to minimize negative personal impact

Conscientiousness

- Displays a professional image at all times, even when facing significant job challenges
- Publicly supports and takes personal responsibility for implementing TSA process/procedure changes and management decisions (e.g., displays positive "can do" attitude)
- Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others

Continual Learning

- Pursues education, training, feedback, or other opportunities for learning and development
- Stays current on TSA regulatory directives, policies and Screening/Security Policies and Procedures
- Elicits feedback on operations and ideas for improvement from screeners and supervisors

Creativity and Innovation

- Implements TSA mission and operations despite space and resource constraints
- Provides employees with the tools, information, and support they need to take action and make decisions
- Creates a climate that encourages and enables employees to develop, propose, and implement new ideas and new ways of doing things

Customer Service

- Analyzes situations from the passenger and stakeholders perspective to determine the optimal response
- Identifies areas for improvement based on stakeholder feedback
- Works with stakeholders to build relationships that foster mutually beneficial outcomes while supporting the TSA mission and goals (e.g., air carrier operations management, contractors)
- Clarifies and manages passenger and stakeholder expectations
- Exercises patience and self-control when handling difficult passenger or stakeholder situations
- Listens and responds objectively and promptly to issues and complaints from passengers and stakeholders while ensuring proper adherence to security procedures
- Follows up with stakeholders to ensure commitments and expectations are met

Decisiveness

- Confronts performance or conduct problems directly and takes appropriate corrective actions
- Makes difficult and sometimes unpopular decisions to support the mission of the TSA
- Makes the final decision, when necessary, to resolve stalemates in time-sensitive situations (i.e., "the buck stops here")
- Raises difficult issues or problems with superiors when necessary and proposes solutions
- Treats problems as solvable and exhibits a "can do" attitude in resolving them
- Takes direct and appropriate action to deal with people whose behavior is not appropriate

Flexibility

- Adapts quickly to new or changing situations
- Changes one's own behavior or work methods to adjust to other people or to changing situations or work demands
- Is receptive to new information, ideas, or strategies to achieve goals
- Deals with personnel and morale issues that arise from policy or schedule changes
- Handles last minute changes and disruptions to schedule

Human Resources Management

- Demonstrates knowledge of human resources/personnel policies and procedures
- Demonstrates knowledge of promotion policies and procedures
- Demonstrates knowledge of conduct and discipline policies and procedures
- Demonstrates knowledge of anti-discrimination/EEO policies and procedures
- Demonstrates knowledge of sexual harassment prevention policies and procedures
- Demonstrates knowledge of Americans with Disabilities Act
- Demonstrates knowledge of work rules

- Demonstrates knowledge of general benefit information (e.g., medical)
- Demonstrates knowledge of performance management processes

Integrity/Honesty

- Admits own mistakes and takes action to address/resolve them
- Avoids any action or situation that would give the appearance of unethical or inappropriate behavior
- Demonstrates the courage to do the right thing in difficult situations
- Holds self and others accountable for meeting high standards of integrity
- Leads by example through modeling desired practices and standards in own behavior
- Delivers on commitments made to others

Interpersonal Skills

- Treats others with respect, fairness, and consistency (e.g., listen to and respect others' views and ideas)
- Delivers difficult or sensitive information openly, honestly, and with empathy

Leveraging Diversity

- Creates a work environment/culture that appreciates and values people of different background, experiences, and cultures
- Deals fairly and equitably with employees while taking into consideration their individual needs and circumstances
- Recognizes and taps the abilities of diverse individuals and groups to achieve organizational goals
- Treats all employees with respect, fairness, and consistency (e.g., listens to and respects others' views and ideas)

Listening

- Listens carefully and asks questions to understand the ideas, issues and concerns of others, and their root causes

Manages and Organizes Information

- Translates technical TSA directives into effective operational processes for local implementation by TSA screening management
- Organizes information and documentation in ways that make it more useful and accessible

Oral Communication

- Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- Communicates information concisely and clearly
- Communicates openly and candidly with others
- Explains complex concepts (e.g., schedules, policies, and procedures) clearly and at an appropriate level of detail
- Maintains frequent appropriate level of contact with senior management to keep them informed about important or controversial cases and situations

Organizational Awareness

- Knowledge of key roles and responsibilities across TSA functions (e.g., regulatory, law enforcement and screening)

Partnering

- Builds a network of relationships with counterparts in other airports to maximize information and resource sharing opportunities
- Creates an environment that encourages open communication and joint problem-solving among different groups

Planning and Evaluating

- Provides input to the Scheduling Operations Officer on overall scheduling strategy to balance needs of employees and screening operations (e.g., fixed off-days or rotational off-days, national holidays)
- Provides input on strategy for providing back-up coverage and ensures that employees are contacted with enough advance notice when they are required to come in unexpectedly
- Meets with airline liaison to stay informed of flight loads and anticipates peak times
- Monitors flight schedules and tracks checkpoint load trends to ensure adequate coverage at peak load times
- Works to minimize the need for employee overtime
- Works with air operators and indirect air carriers to understand their operations, issues and concerns, and incorporates them into the scheduling process as appropriate
- Plans and prepares for peak loads and special events/incidents affecting security screening

Problem Solving

- Asks probing questions to clarify situations and identify root causes
- Breaks problems down into manageable components and determine the critical steps or path

- Checks assumptions by seeking additional information from databases, systems or others who are in a position to know the answers
- Evaluates the practicality or workability of options and potential solutions
- Prioritizes key issues and competing demands in complex situations
- Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed
- Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- Anticipates and identifies problems and their causes
- Develops and analyzes potential solutions or improvements using rational and logical processes or innovative and creative approaches when needed

Resilience

- Responds calmly in crisis situations and to people who are angry or upset, and helps them to calm down

Self-Management

- Identifies own work and career interests, strengths, and limitations
- Manages, directs, and monitors one's own learning and development
- Sets challenging performance goals and holds self accountable for achieving them

Service Motivation

- Spends one-on-one time with each screener and/or screening supervisor to understand how they are doing and to communicate the TSA big picture
- Supports screeners by providing the resources they need to do their jobs and help them obtain achieve their goals
- Keeps people focused on pursuing and achieving key goals, despite complexity, distractions or set-backs
- Demonstrates willingness to take on responsibilities and challenges and do what is needed without being asked

Team Building

- Asks questions to help others think through their own solutions to problems or situations
- Directly addresses problematic behavior in others while focusing on turning the behavior around
- Gives positive feedback to employees for doing good work and achieving results
- Looks for opportunities to build the confidence and capabilities of people who are struggling and provide coaching
- Provides direct, observation-based, constructive performance feedback on an on-going basis
- Delegates responsibility to others along with commensurate authority

- Actively involves employees in decision-making on issues that will affect them
- Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value
- Spends time with employees (e.g., working at checkpoints, talking in break rooms) in order to build rapport

Technology Application

- Demonstrates skill in using computers
- Demonstrates skill in using word processing software
- Demonstrates skill in using spreadsheet software
- Demonstrates skill in using scheduling software
- Demonstrates skill in using staff planning software
- Demonstrates skill in using databases
- Demonstrates skill in using internet search tools
- Demonstrates skill in using personal planner and email software
- Demonstrates skill in using data management systems

Vision

- Clearly communicates local TSA mission, goals and objectives to employees and stakeholders, reinforcing that message whenever appropriate
- Clearly explains the big-picture rationale behind new and changing policies and procedures
- Translates TSA mission, strategies and goals into local initiatives and action plans

Written Communication

- Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- Checks back with the audience to ensure that important messages have been understood
- Communicates information concisely and clearly
- Exhibits awareness of the impact of own words, actions or decisions on others
- Explains complex concepts (e.g., schedules, policies, and procedures) clearly and at an appropriate level of detail

Technical Competencies

Operations Management

- Demonstrates skill in workforce/manpower planning
- Demonstrates knowledge of airport operations (e.g., knowledge of the peaks and valleys of passenger flows in the airport)
- Demonstrates knowledge of customer service data and issues
- Demonstrates knowledge of airline operations needs and concerns

- Demonstrates knowledge of key roles and responsibilities across airport, airline, and other stakeholder functions

Safety Policies and Procedures

- Recognizes potential and existing safety hazards and recommend actions to minimize them
- Recognizes and takes action with regard to improper handling of items
- Demonstrates knowledge of reporting requirements to ensure proper reporting and routing of safety-related issues

Security Equipment Knowledge

Understands characteristics of security equipment sufficient to:

- Provide accurate explanations of the characteristics of security equipment to others
- Provide input on staffing level requirements in connection with operation of the equipment
- Be able to explain why a screening line is down, what the problem is, and how it will be fixed

Security Screening Policies and Procedures

- Demonstrates knowledge of security screening policies and procedures sufficient to identify problems in application of procedures and submit recommendations for changes to the AFSD- Screening
- Demonstrates knowledge of security screening policies and procedures sufficient to recognize discrepancies in screening procedures and alert supervisors to address procedural issues or discrepancies

Technical Documentation

- Demonstrates skill in technical writing
- Demonstrates skill in report writing
- Demonstrates skill in statement writing